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by joel ruimy

French dispute over

The fate of the twelve French Department lecturers originally fired has finally been decided. The settlement came as a result of a series of talks which were held last month between the lecturers and the French Department.

Four of the twelve lecturers have had their contracts renewed for another year. Their possible promotions to Assistant Professor will be considered when their contracts expire, in August of 1973.

For three of the lecturers, the situation remains the same; their contracts expire August of this year. It is assumed that they will also be considered for positions as Assistant Professors at that time.

Three lecturers will have their cases studied by an ad hoc committee to determine whether they will be promoted to Assistant Professor. The committee is to be made up of French Department chairman J. Ethier-Blais, two representatives of the Graduate and Undergraduate faculty, one assistant professor to be elected by the lecturers, and one professor of immediate superior rank to the assistant professor.

Those lecturers who are not promoted will be dismissed.

The last two lecturers have been assigned to full-time positions in the Department of French as a Second Language.

The French Department claimed that the original decision to dismiss all twelve lecturers was not motivated by budgetary reasons. Instead, the decision took into consideration the fact that the lecturers to be fired had already held their positions for at least two years. According to the Department, lecturers are considered for promotion on the condition that they have completed their PhD's after a two-year period.

This was a reference to the Deans' Report of April 1971. The
Continued on page 4

NOTICE TO CANDIDATES

All candidates in the forthcoming Students' Society Elections must submit their pictures and pen sketches of no more than 150 words to Myron Galloway by 4 p.m., Wednesday, January 19.



daily photo by harold rosenberg

A DECISION will be handed down today by the Students' Society Judicial Committee concerning the legality of an amendment to the electoral bylaws passed last Wednesday. The amendment would require the resignations of Internal Vice-President David Rovins and Council Graduate Representative Gabor Zinner, both of whom are candidates in next Wednesday's election. In the background left, David Rovins seems absorbed in the proceedings as Mithana Ncube presents arguments in favor of upholding the amendment. Council Law Representative Steve Strasser, a supporter of the amendment, sits at right.

by andrew phillips

Judges to rule on petitions

The Judicial Committee of the Students' Society yesterday heard petitions from two Students' Council members questioning the constitutionality of Council motions of December 2 and January 12.

Law representative Steve Strasser, BCL 2, presented a petition disputing the validity of Council's motion of non-confidence in David Rovins, Internal Vice-President and acting President, passed last December; Commerce representative Bennett Little questioned the authority of Council's motion of last Wednesday, requiring members of the Students' Society executive to resign before being permitted to run for another executive position.

However, Mithana Ncube, LLB 3, counsel for the Students' Society, first disputed the jurisdiction of the Judicial Committee, arguing that the Committee has "no authority to deal with the constitutional affairs before it," since its mandate limits it to ruling on "any violation of Students' Society or university regulations."

Tom Davis, BCL 3, counsel for the petitioners, opposed this

on the grounds that Council intended to include constitutional matters within the Committee's jurisdiction.

The committee was "unable to decide now whether we have jurisdiction on this issue," but instructed the petitioners to present their cases, deferring a ruling until later.

The Judicial Committee was established by a Students' Council motion of October 20, 1966, which empowered "the Law Undergraduate Society to appoint in September of each year five students to be chosen from the third year Law class to act as the Judicial Committee of the Students' Society."

The Committee was set up to divide the legislative and judicial functions within the Society.

Tom Davis, representing the petitioners, argued that the motion of December 2 expressing non-confidence in David Rovins does not mean that Rovins must resign, because no impeachment procedure is provided for in the constitution and is "not implicit in the concept of an electoral body."

If Rovins is to be impeached,

stated Davis, he must be charged with an offense and have the opportunity to defend himself.

The Students' Society, represented by Mithana Ncube, argued "that by custom and recognized parliamentary procedure, a motion of non-confidence in the leader of a body has always had the effect of making such a leader resign."

The motion was not analogous to impeachment, he said, although it might have a similar effect because of "custom and practice."

Steve Strasser, the petitioner, later explained that he actually supported Council's motion, and that he was presenting a petition only as a "legal device" to obtain a clear ruling on whether or not Rovins must resign.

The second petition questioned the constitutionality of last week's Council motion stating "In the case of a by-election, any member of the executive wishing to run for another position on the executive must hand in his resignation and have it accepted by Council before his nomination can be accepted."

Davis argued that the motion in fact constitutes an amendment to the constitutional provisions relating to eligibility for office and is therefore "not an electoral by-law." Since it was passed as such, he stated, it is therefore unconstitutional.

According to Davis, even if the motion is constitutional it cannot be held to affect the upcoming Presidential by-election, since it would thereby invalidate nominations accepted both before and after its adoption on December 12. This, he said, would be "repugnant to reason."

Ncube replied that the applications of the by-law to eligibility are "only incidental" and that "it is in pith and substance a by-law on electoral procedures."

In addition, since the vice-presidential posts were created to help the President with his work, "they could not have been intended to be held simultaneously," he stated.

Since the by-election for Students' Society President is now only eight days away, the Judicial Committee intends to render a judgment on its own legal authority and the two petitions "as soon as possible."

LEAN AND HUNGRY/BY GEORGE KOPP



TODAY

ENGLISH DEPT. FILM SERIES:

Film — Billy Budd. 25c. PSCA, 8-10 p.m.

PRE-MED SOCIETY: Resuscitation of the newborn. McIntyre, Palmer Howard, 1 p.m.

RED AND WHITE: Tickets on

sale for this year's terrific show "3's Company". Union Box Office, 9-4:45.

MCGILL CHRISTIAN FELLOWSHIP: Songfest with Bev Weaver and Debbie Dawson. B28, 1 p.m.

BIOLOGY AND SOCIAL CHANGE (Day Care Centre): Starting Tuesday Jan. 18. University Settlement, 3553 St. Urbain, Rm. 308. Tues., Thurs., 1-

4:30 p.m.; Wed., Fri., 9-12 a.m. **FREE TELEGRAM SERVICE:**

Via Amateur Radio. Blanks and instructions at Union Box Office, Union 401, or phone 392-8942.

CHINESE STUDENTS' SOCIETY: Executive meeting. U327, 7:30 p.m.

OLD MCGILL: Graduate photos. Gerald Campbell Studios, 842-6037.

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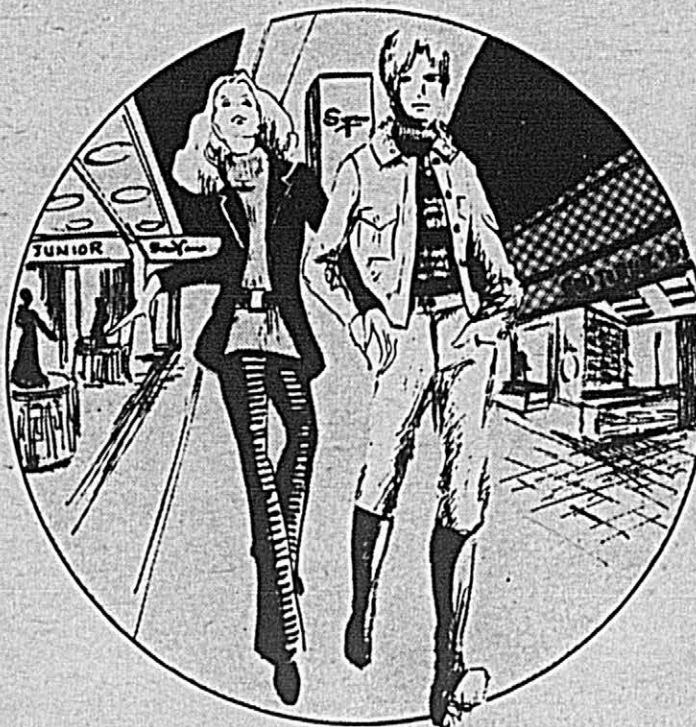
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Skinner fan finds rewards in rewards

Around the worldwide offices and terminals of Emery Air Freight Corp., the password these days is "positive reinforcement." For hundreds of Emery employees, the term, identified with Harvard psychologist B. F. Skinner, has taken on a precise meaning. They are getting daily feedback on how their work measures up to company goals and standards with doses of "praise and recognition" dispensed to those who improve.

Vice President Edward Feeney, a fan of Skinner's, points proudly to Emery's estimated savings of over \$2 million over the past three years.

Skinner is best known for his work with pigeons and rats. He found that they could be induced to carry out complicated patterns of behavior — like walking in figure eights — if properly rewarded with their favorite foods while they were learning. Skinner calls the technique "behavioral engineering," and believes that it is also applicable to human beings.

Despite objections even from within the Emery Corp. that behavioral engineering comes dangerously close to totalitarianism, Feeney remains a true believer. "It works," he says, citing improved profits and performance and what he

considers greater contentment on the part of employees who know they are doing a good job.

Several years ago, Feeney became intrigued with Skinner's branch of behavioral science. Skinner, the author of a current best-seller, *Beyond Freedom and Dignity*, contends that social engineering is the wave of the future, and that concepts like "freedom," "sensitivity," "morality," "dignity," "creativity," and "the human spirit" are mystical hogwash which have no place in the Science of Human Behavior.

Skinner's whole conception of human development, disputed by many scientists, centers on reward and punishment as the factors that determine how a person will behave. A fundamental Skinner principle — and this perhaps accounts for his respectability in corporate America — is that rewards are much more effective than punishments.

In an industrial setting, this means devising ways of letting an individual worker regularly learn how well he or she is meeting specific company work standards, and rewarding "performance improvement" — chiefly through praise from the overseers.

What it comes down to in many cases is a new form of speed-up. In an auto plant, for example, the managers can speed up the assembly line at the twist of a dial, and often do, in excess of speeds negotiated in the union contract. But Emery Air Freight is not an assembly line.

When Feeney took Emery's customer service department under his wing, he discovered that only 30 percent of the

customer complaints got answered within 90 minutes. Rather than hire more people, Feeney instituted a simple feedback system of daily checklists. Operators ticked off on their sheets whether each call had been answered within 90 minutes.

Performance improvement was greeted with "praise and recognition" from supervisors. If there was no improvement, the employee was told, "At least you've recorded your performance honestly," while being reminded of the goal.

"Performance" in the first test office zoomed from 30 percent to 95 percent in a single day. The system has now been extended to all Emery customer service offices, and, after three years, performance still averages 90 percent to 95 percent.

In the company's containerization operation, filling out Skinnerian checklists is also part of a day's work. There have been a few cases in which feedback was temporarily interrupted because of, for example, managerial changes. "Performance" slumped more than 50 percent, only to rise rapidly again when feedback was resumed.

Cost reduction from applying Skinner to the workers in Emery's containerization

division was initially forecast at \$650,000 a year, but in October alone, record savings of \$125,000 were racked up.

Feeney, who now heads a special five-man Systems Performance Division, is currently involved in looking over Emery's dock operations and devising a program for route drivers. Freight division executives from five major airlines are seeking lessons in Feeney's office suite.

Detractors of Feeney's approach might claim that the "performance improvement" has nothing to do with the "praise and recognition" doled out to workers who behave like busy bees, but rather with the increased scrutinizing and surveillance to which their workday activity is subjected.

But the growth of such consulting firms as the Praxis Corporation, a Skinner-inspired group based in Manhattan, indicates that American business finds the new approach attractive. Praxis has come up with a system that pinpoints the operations in a given corporation where improvement in workers' performance would produce the greatest payoff to profits.

Feeney has made friends among consultants and personnel executives from companies like AT and T, American Can, Ford, Upjohn, United Air Lines, Addressograph-Multigraph, Connecticut General Life, and Warner-Lambert, who were equally interested in applying Skinner's ideas to big business. They have since formed the Training Research Forum, which meets every two months at a plush Long Island conference center called Harrison House to swap ideas.

Ceding Haiti to Texans?!

PORT-AU-PRINCE, Haiti (LNS) The clause is a strange one to find in a business contract, but its message is clear enough: "No concession or agreement shall be granted to or made with a communist Government or with a firm controlled by one and no subversive activity shall be permitted on the island."

The island is the lush, mountainous, romantic Ile de la Tortue, six miles off the north coast of Haiti, from which English, French and Dutch pirates — the original buccaneers — once attacked Spanish treasure ships as they passed through the Caribbean on their way back to enrich seventeenth century Europe.

The contract, signed a few months ago, is between the Duvalier family dictatorship and a group of Texans to whom the Duvaliers have virtually ceded the island for 99 years. Tortue, whose only inhabitants at present are 5,000 desperately poor peasants, will become a bustling tourist and gambling center, complete with gaudily garbed Americans unloading their excess wealth.

The anticommunist clause, which bluntly states the interests of both parties, is a sign of the quietly frantic struggle the U.S. government is now waging in Haiti to keep the republic from slipping into political chaos in the wake of Papa Doc's death and thereby shattering what is left of the Pax Americana in the Caribbean.

Haiti is only 46 miles from Cuba, and Clinton Knox, the black U.S. ambassador in Port-au-Prince, is trying hard, after the example of his colleague Ellsworth Bunker in Saigon, to persuade the Haitian ruling clique to cool its increasingly dangerous internal quarrels in exchange for a promise of resumed U.S. aid. Chaos, and subsequently some form of U.S. military intervention, possibly to head off a leftist threat as in the neighboring Dominican Republic in 1965, would be decidedly unwelcome to President Nixon with only 14 months to go before he stands for re-election.

Haiti is — though in a less blatant way — just as obscene an example of a U.S. client state as South Vietnam. And the irony is that as it begins to drag itself into the twentieth century economically, the U.S. grip only tightens. More than a hundred light manufacturing firms, almost all American, have set

up plants in Haiti in the past three years to take advantage of the plentiful and cheap (less than one dollar a day) labor to turn out finished or semifinished goods for re-export. But they do not reinvest their profits in Haiti and rarely train Haitians for management.

The entire primary export economy, except for coffee (grown mostly by individual peasants and shipped by local German exporters), is in American hands. Sugar, bauxite, and sisal are produced by old-established and mostly unenterprising U.S. firms that have taken advantage of political instability to extract highly lucrative — and unfair — terms from past Haitian governments.

The ruling elite, now as always, have provided little else but corrupt and incompetent government, and Haiti, once the richest colony in the world, has long been reduced to the rank of beggar state. There is a ritual plea for money or aid in almost every speech by a government official within earshot of any politician from abroad.

The successors to Papa Doc are unlikely to try to change this overall state of pathetic dependence and cultural erosion. The slightly greater efficiency of the Government now that Papa Doc is gone only means a greater inflow of foreign industries and a resumption, expected shortly, of military and large-scale economic aid. Both will

strengthen the U.S. stranglehold.

The Caribbean is still a U.S. pond, in spite of the occasional Soviet submarine off the Cuban coast. Indeed, one of the wildest stories current in Port-au-Prince is that oil has been discovered off Haiti but that its existence is being kept secret for fear that Haiti may begin to arouse the interest of the communist bloc. Another story is that the Canadian-American operators of the copper mine in northwestern Haiti are spiriting away millions of dollars worth of gold a year from the mine without paying any tax to the government.

Wild and apocryphal these tales may be, but they illustrate the general feeling among Haitians that their country is defenseless against foreign exploiters. And as foreign ownership and plunder expands, a nationalist resentment, mainly anti-American, grows.

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French . . .

Continued from page 1

Report recommended that "lecturers currently on staff who have not been accepted in the Languages Teaching Center should not be reappointed lecturers after the 71-72 session."

The committee which drew up the Report based its recommendation upon two considerations: the university expected a decline in enrolment within "the next five years or less"; and the French department had an "imbalance" in the staff, creating a situation where, as one lecturer put it, "there were too few professors and too many lecturers."

Although the Report merely made recommendations concerning future options open to the French department, the letters of non-renewal originally sent to the lecturers refer to "the decision" of the Committee which prepared the document.

Ethier-Blais, who signed the letters, also claimed that the lecturers were informed of this "decision" by his predecessor, G.-P. Collet.

A member of the teaching staff denied this at the time. "We were merely reminded that we would have no guarantee," he said. "We expected that cases would be discussed individually and that not all lecturers would be fired."

It was only because of pressure exerted by the lecturers in question and sympathetic colleagues, that Ethier-Blais' decision was partially retracted.

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